Auxiliary Program

Guide to

Regional Strategic Assessments

For Auxiliary Units & Auxiliarists

COMMANDANT'S DIRECTION

Commandant's Direction 1998-2002 established my personal priorities and areas of emphasis upon taking the helm as your Commandant two years ago. Since then,

- We've published our first-ever Strategic Plan, which lays out the broad organizational strategies to pull us toward the future in 2020, and completes our Coast Guard planning architecture (the Family of Plans).

- The service has stepped out smartly in carrying out my original 23 objectives. Most no longer need my personal attention.

- The challenges facing us in the future, and the actions we must take to address them, have become clearer.

These events have made me comfortable that my original priorities are well in hand. Now is an opportune time to make my priorities clear for the second half of my tenure as your Commandant. My two primary areas of emphasis are Restoring our Readiness, and Shaping our Future. These priorities reflect an honest assessment of what we need to do to ensure continued superior performance in the future, and reflect my commitment to our Coast Guard Vision Statement:

"The world's best Coast Guard... Ready today... Preparing for tomorrow."

ATLANTIC AREA

We are now in the fourth iteration of the Coast Guard's Regional Strategic Assessment (RSA), and the process and content continue to undergo significant and worthwhile improvement and refinement. The overall purpose of the RSA is to *formally communicate the field commander's assessment of strategy, policy, and resource needs to influence decision-makers*. Our CY 2000 RSA was true to its objective, and our CY 2001 RSA, due out in May, will run a similar course. Last year's submission contained a wealth of information and creative thinking and was in harmony with the Commandant's Direction and his focus on "restoring readiness and shaping the future of our Coast Guard."

The following "Top Ten" list for CY 2000 was generated from a ballot of 43 issues compiled by the Atlantic Area Resource staff. The ballot was constructed from 85 discrete issue papers originating from district, area and MLC staffs. The issues were reviewed and generically grouped for voting. The final result was a strategically-oriented issue list reflecting a high degree of consensus from all the ballots. All the issues included in Atlantic Area's Top Ten are directly linked to the Commandant's strategic goals of maritime safety, protection of natural resources, maritime mobility, maritime security, national defense, human resources, systems, and information.

Atlantic Area CY 2000 RSA "Top Ten" Priority Issues:

1. Search and Rescue (SAR) Command and Control
2. Training
3. TRICARE and Housing
4. Search and Rescue (SAR) Equipment
5. Shore Infrastructure
6. Aids to Navigation (ATON)
7. Information Systems
8. Contingency Response
9. Living Marine Resources (LMR) Support
10. Drug Interdiction

INTRANET http://cgweb.lant.uscg.mil/lantarea/rsa_web/LANT_RSA.htm

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PACIFIC AREA

The number one priority as iterated in PACAREA's CY 2000 RSA is to **improve the readiness of our people, assets and infrastructure**. Our units are not properly staffed with people trained, qualified and experienced to "Stand the Watch." The lack of core competencies, especially at our stations, marine safety offices and operations centers, has made our knife dull. Insufficient staffing to manage support and operational programs, and inadequate operational and support funding, are seriously impacting our mission performance across the board.

PACAREA's number two priority is to **achieve total domain awareness** through improvements in the entire spectrum of C4ISR capabilities. In order to close the gap we need to access and share intelligence from multiple sources, reduce the number of hoax or false distress calls, provide area coverage (VHF-FM), use technology as a force multiplier, and modernize our platforms to meet future and emerging threats are needed to close the gaps.

PACAREA's third priority is to **meet operational mission requirements** given our vast AOR, international arena, and ever-expanding mission demands. This includes current and emerging imbalances and threats in commercial fishing vessel safety, "Green Wedge" requirements, illegal drug trafficking and alien migrations, the maritime transportation system, and national defense.

The RSA process is the best way for field commanders to maintain a clear reading on the radar screen of the Coast Guard and to communicate that reading up the chain of command. PACAREA will review these priorities in future RSA's as we continue the work of preparing for tomorrow.

INTERNET http://cgweb.pacarea.uscg.mil/resourcemanage/RSA00/Mainpages/ RSA00IntroPage.htm

USCG STRATEGIC PLAN

What is an RSA?

The RSA is a comprehensive analysis of mission readiness by field commanders for their respective areas of operation. It addresses current and future demands for services, internal and external stakeholders, environmental and performance trends, and imbalances among:

• resource levels and readiness,
• readiness and performance,
• performance and demand, and
• requirements and capability.

The RSA is most concerned with issues of the near future, particularly those that must be addressed in the next 3-8 years. It is also a communication of the field commanders' intended actions and recommendations to alleviate imbalances and improve performance.

Why an RSA?

The RSA is a process to examine Coast Guard operations and logistics across mission and program lines on a regional basis in order to make better, more informed risk and resource management, policy, and strategy decisions by:

• analyzing froma strategic regional perspective what threats and opportunities exist.

• evaluating performance trends in terms of future demand, and

• determining how to adjust policy, strategy, and resources to resolve imbalances between performance and projected threats and opportunities.

USCG Planning Architecture
"Family of Plans"

Issue Number	Issue Title	Priority	Time Frame	Safety	PNR	Mobility	Maritime Security	National Defense	HR	Systems	Info	Other
	Enhancement of the e-Auxiliary			X						X	X	X
	Auxiliary Trainiug Progroam—Tenuous Funding and Resource Shortfalls			X						X	X	
	Coast Guard Excess Property Transferrals to Auxiliary			X	X					X		
	Sustain Auxiliary Aviation Flat Rate Reimbursement Program			X	X					X		
33-01-1	Coast Guard Auxiliary Program Support	High	FY02-03	S1 S2 S5	P1 P2 P3	M1 M2			HR1 HR3	SY1 SY2 SY3	IN1 IN2 IN3	

Operational Strategic Goal(s) Affected

Logistic Strategic Goal(s) Affected

ENHANCEMENT OF THE e-AUXILIARY

Situation:

The Coast Guard Auxiliary is an organization whose chain of leadership may be spread over a multiple state area. Present not only in the vicinity of Coast Guard units, auxiliarists are also in landlocked areas, often 25 to 30 miles from the next closest member. The postal service was, and still remains, the primary resource used for communication. The use of e-mail has made a significant difference on the way communication flows within the organization. The questions generally submitted in a letter can now be e-mailed and responses made before the letter would even have been picked up by the postal service.

Information flows are improved by the advent of flotilla, regional, and national websites that can be accessed by any member. Communications at the national level, that used to take months to filter down the organizational chain, can now reach all levels on the same day. As a result, more and more communications are being posted to websites and transmitted electronically, and hardcopy follow-up is delayed or not presented at all.

Imbalance:

The average age of an auxiliarist if over 55 years old. The Coast Guard organization solicits boat owners and others with a valued skill to volunteer their time and resources to support Coast Guard missions. Generally, older individuals are the easiest recruiting base, having achieved some level of financial independence and past the years of child rearing and those associated responsibilities. There are exceptions, to be sure, but for the most part, older auxiliarists are not comfortable in the new electronic environment into which they have been thrust. From basic information in the Auxiliary Management of Information System (AUXMIS) to electronic requests for orders and completing mission forms, auxiliarists are constantly being

forced to learn another new task within electronic communications.

Similarly, new products coming out of the chain of leadership are heavily reliant on computers. At the recent conference, a CD was given to each participant with a series of PowerPoint presentations that contained great information. To many auxiliarists, PowerPoint is still a novelty, and they would not have the program on their home computer.

There is no doubt that electronic transmission of information is quicker and less expensive than traditional mail service. As our e-Auxiliary posture is improved, however, we make many of our volunteer force feel less comfortable and actually slow down their information flow since hardcopy is not made of changes and improvements.

Recommendation(s):

Manage the Base				Increase Resources
Accept Risk	Reduce Requirements	Change Policy, Strategy, or Process	Reallocate Resources	
				X

Recommended Action(s) Required By:			
Headquarters	Area	MLC	District
X	X		X

Summary of Recommended Action(s):

There are many approaches that should be made to enhance the e-Auxiliary. Primary is a means of training for auxiliarists on the electronic means of communication available to them, including AUXMIS, and how to use them. The format could be live instruction, video tape, a website, or teleconferencing. A dedicated, nationwide program would demonstrate to auxiliarists support for a new task we have assigned... becoming computer literate.

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Next, the e-communications should be established at the flotilla level, not just for individuals within each flotilla. A flotilla owned and managed computer, with Internet access, would open a whole new realm of possibilities for information management and training.

With the flotilla computer, webcams and NetMeeting should be a standard feature. These add-ons would allow conferencing and training to be conducted from remote locations, increasing proficiency while reducing travel costs.

As more and more Public Education programs are being released through PowerPoint, a technical support line should be established that assists long-term, well qualified instructors in the mechanics of setting up and utilizing PowerPoint.

Impact(s) of Denial:

In *Fostering Volunteer Programs in the Public Sector*, Jeff Brudney said, "Successful volunteer programs match the skills, interests, and capabilities of volunteers with the demands of public organizations for productive labor and commitment." For years, there has been a definitive linkage between the boating safety related missions and those who volunteered to support them. Within the past few years, however, the growing push toward the e-Auxiliary has added a task for auxiliarists that did not match the "skills, interests, and capabilities" of those that had been productively participating in the program for years. Lack of computer knowledge led to discomfort. As the emphasis grew, so did the discomfort level. The numbers are clear. For four of the past five years, the Auxiliary decreased in strength, despite record setting recruiting of around 5,000 new members a year. Retention rates are worsening and individuals with a volunteer spirit can find other places to contribute where they feel no discomfort. The casualties of the rapid march toward an e-Auxiliary can be reduced with a training effort.

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Support Resource Requirement(s):

The Coast Guard Auxiliary is among the most cost effective organizations in government support. Its 34,000 members volunteer service that saves lives and property at a fraction of what it costs the active duty side. Each reduction of strength in the Auxiliary is another resource unavailable to the active duty. Many of the tasks, be it search and rescue, pollution patrols, or similar, will have to be assumed by an active command. Short-term funding of training to retain competent members and their facilities will be much less expensive than the cost for active commands to assume activities normally donated by auxiliarists.

References:

Brudney, Jeffrey L., 1990, *Fostering Volunteer Programs in the Public Sector*, Jossey-Bass Publishers.

Points of Contact:			
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STATUS:

[This section's primary purpose is for feedback from the chain of command on status of the recommendation, actions being taken to resolve the issue, reasons for denial of the recommendations, etc.]

Issue Paper Format Notes: (Do not include this section in issue paper)

1. **Issue Number:** *ATU-CY Submitted-Sequence Number in CY (e.g., 32-00-4). This will be issued once the paper reaches the division chief.*

2. **Priority:** *Indicate relative priority of issue in terms of "Urgent", "High", "Medium", and "Low". Also, indicate which issue the next available, marginal resource should be invested.*

3. **Time Frame:** *Fiscal year the issue must be acted on (may be more than one year).*

Auxiliary Program

Situation:

The Auxiliary training program closely parallels active duty training. Auxiliarists must meet many training and qualification and cyclical re-certification standards to be authorized to perform in various mission areas. Training can be delivered through several venues, including on-the-job training (OJT), regional member workshops, distance learning programs, cross training alongside active duty counterparts, and formal resident and exportable training schools. The latter are of great importance because they are the only venues by which Auxiliarists can obtain direct training in service-specific programs and initiatives (e.g. - CG intranet/website usage and development, senior leadership training, facilitator training, etc).

The importance of *high quality and consistent training* has increased in recent years, particularly with passage of the Coast Guard Authorization Act of 1996 that significantly broadened Auxiliary involvement and support roles in Coast Guard mission areas. As with their active duty counterparts, Auxiliarists readiness, proficiencies and capabilities to carry out missions and provide an invaluable force multiplier to the Coast Guard hinge directly on the quality and consistency of the training available to them.

Auxiliarists are largely part-time volunteers who rely heavily on training opportunities to prepare them for missions. Coast Guard support of their training needs is the water that primes the Auxiliary pump that, in turn, supports Coast Guard missions. Training is viewed as a large part of the "pay" Auxiliarists receive for their volunteerism and services - it is highly valued by and important to them. It takes on even greater significance for seasonally affected Auxiliary regions in the Fifth District where nearly six month-long operational layoffs occur because of seasonal weather patterns. Annual refresher training opportunities thus become extremely important.

Auxiliary Program

Imbalance:

Funding for regional Auxiliary training has declined during the past few years, mirroring the tightened servicewide constraints on Coast Guard training resources. Not surprisingly, actual training budgets have consistently been lower than funding requests, resulting in shortfalls between training needs and training delivered.

Cost-saving efforts like increasing the amount of exportable training have been made, but in order to still manage within budget, other cost saving actions have had to be taken (e.g.- placing tighter constraints on the number of Auxiliarists who are reimbursed for participating in annual training events like Elected Officer Training). Policy actions have also been implemented that make it easier and more convenient for members to re-certify and remain current in their qualifications.

Despite deliberate efforts to work within the constraints placed upon training resources, there have been regional (D5-NR) declines in the numbers of qualified Auxiliary boat crewmen and coxswains (approx. 10% decrease CY98-99) and available Auxiliary facilities (approx. 6% decrease CY98-99). These are tangible decreases in Team Coast Guard assets that would otherwise be available for operational mission support and emergency response. They have also occurred during a period of perhaps the most intensive focus on recruitment and retention in Auxiliary history, and they reflect consequences that can occur when Auxiliarists recognize the tenuous nature of — and shortfalls in — training resources and programs.

Commander's Recommendations:

Manage the Base				
Accept Risk	Reduce Requirements	Change Policy, Strategy, or Process	Reallocate Resources	Increase Resources
	X	X	X	X

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Summary of Recommended Action:

This issue must continue being addressed through a multi-pronged approach involving policy review and modification, reallocation of available resources and addition of base resources.

Over the past two years, Auxiliary training program requirements have been thoroughly reviewed and appropriate policy changes have been made to reduce extraneous training requirements and costs. Additionally, eligibility criteria for Auxiliarists to participate in certain training forums have been tightened in order to minimize training costs.

Efforts continue at Headquarters, District and regional levels to identify ways to take further advantage of what little training program flexibility remains. There is very little room to maneuver. Deviating any further from currently established Auxiliary training standards at a District or regional level is not advisable as it would unnecessarily increase safety risks associated with Auxiliary support to Coast Guard missions.

Auxiliary training program shortfalls cannot be fully and properly addressed without provision of additional training resources. Recurring base training resources need to be increased to both provide adequate funding and reduce the large degree of year-to-year uncertainty in how well Auxiliary training needs will be able to be met.

Impact of Denial:

The volunteer nature of the Auxiliary can only be relied upon to a certain degree to cover Auxiliary training needs. Operational commanders will have fewer Auxiliary resources to call upon to augment their own assets in mission performance, thus raising the optempo and associated operating and maintenance costs even more for their own assets. Recent declines in actual numbers of qualified Auxiliary boat crewmen, coxswains and approved facilities

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indicate an unfortunate but likely long-term trend if the increasingly hard look being taken at Auxiliary training program support (i.e. - policy changes, training delivery methods, etc) is not accompanied by base training resource increases.

Support Resource Requirements:

Logistical support that can be provided by Coast Guard units to Auxiliary training events (e.g. - a Group office providing a meeting room, dock space and/or meals for an Auxiliary training event) should continue to be coordinated directly on a regional case-by-case basis in order to minimize Auxiliary training program costs.

References:

- COMDTINST M16790.1E, Auxiliary Manual
- COMDTINST M16114.5, Boat Crew and Seamanship Manual
- 1999 Auxiliary Qualification QAT Results

HQ DISPOSITION	POC:

Notes

1. Issue Number: New
2. Priority: High
3. Timing: FY01/02

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COAST GUARD EXCESS PROPERTY TRANSFERRALS TO AUXILIARY

Situation:

Coast Guard Auxiliary units stand too low in the pecking order for access to excess Coast Guard property.

When Coast Guard property is identified as excess to unit needs, the property is then processed like all other property identified as excess by other agencies. This entails reporting of the excess property to GSA for screening by other federal, state and local agencies for a period of 42 days. If the excess property is not tagged and taken by another agency, only then is its availability advertised to a wider audience including lesser agencies and, ultimately, the general public. A Coast Guard Auxiliary unit (e.g. - Flotilla) effectively ranks only one level above the general public insofar as access to excess Coast Guard property is concerned.

For example, if a non-standard small boat were identified as excess to a Coast Guard unit but it was in good condition and perfectly suited for an Auxiliary Search and Rescue Detachment [SARDET] on an inland lake, that SARDET would have to wait, as a minimum, 42 days while many other agencies also looked at the boat and, quite possibly, tagged it for transfer to them instead of the Auxiliary SARDET. Other common equipment needs that the Coast Guard could best help satisfy for the Auxiliary through its excess property include communications equipment, boat trailers, office equipment, etc.

Imbalance:

Coast Guard units and Coast Guard Auxiliary counterparts have fundamentally parallel mission objectives, procedures and equipment needs. It is a logical conclusion that the first organizational entity that would probably express a bonafide need or interest in excess Coast Guard property would be the Auxiliary. Auxiliary units, as sea-level

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organizational units of a volunteer organization trying to do its best with inadequate levels of funding support, have the most likely and most natural need for Coast Guard excess property to, in turn, provide support back to Coast Guard mission areas.

Commander's Recommendations:

Manage the Base				
Accept Risk	Reduce Requirements	Change Policy, Strategy, or Process	Reallocate Resources	Increase Resources
		X		

Summary of Recommended Action:

Elevate the standing of the Auxiliary in the pecking order for access to Coast Guard excess property from its present low level (just above access by the general public) to first in line for transfer. This could possibly require a legislative change proposal to effectively establish special provisions to excess property transfer procedures.

Impact of Denial:

The Auxiliary will remain low in the pecking order for access to excess Coast Guard property that is likely, more than any other agency, to need and best be able to use. Moreover, it would behoove the Coast Guard to facilitate its ability to expeditiously transfer its own excess property to this important volunteer element of Team Coast Guard. Failure to make commensurate policy changes will only allow for ongoing lost opportunities to support its own team elements.

Support Resource Requirements:

Support resource requirements will remain unchanged (i.e. - not improve) because lost opportunities to expeditiously transfer Coast Guard excess property to the Auxiliary will continue at the present rate.

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References:

• COMDTINST M16790.1E, Auxiliary Manual

HQ DISPOSITION	POC:

Notes:
1. Issue Number: New
2. Priority: Medium
3. Timing: FY01/02

Auxiliary Program

Situation:

In Oct 98, the U.S. Coast Guard instituted an Auxiliary Aviation Flat Rate Reimbursement program (COMDTNOTE 16798 of 15 Oct 98). The program's intent has been to reimburse Auxiliarist's for fuel, oil *and maintenance* expenses (the latter being a new element for reimbursement). It was implemented to more equitably address Auxiliarists out-of-pocket aviation support expenses and seek greater parity with the comparable Civil Aviation Patrol (CAP) reimbursement program employed by the U.S. Air Force. In order to ease program implementation, Auxiliary aviation assets were categorized into one of six types of aircraft (based upon horsepower and/or multi-engine configuration) on a graduated reimbursement scale. The program is currently running with no indication that it will soon be repealed.

Thus, an internal-Coast Guard *unfunded mandate* was established by program implementation. No additional funds have been appropriated to cover payment of these newly recognized maintenance costs.

Auxiliary aviation provides cost-effective operational patrol and logistics support to Coast Guard mission areas that would otherwise have to be covered by active duty units already strapped by high optempo's. In the Fifth District, Auxiliary aviation programs provide about 1050 hours of operational flight-hour support to District and other Coast Guard missions (e.g. - Strike Team transport, logistics runs, etc). The D5-Southern Region part of this program is presently robust in both numbers of Auxiliarists and facilities involved while the D5-Northern Region portion is smaller and undergoing deliberate efforts to nominally expand so as to better meet regional aviation support needs.

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Imbalance:

Program managers and Auxiliary order-issuing authorities (e.g. - air stations, groups, etc.) have been advised to judiciously use existing funds to support Auxiliary aircraft patrol costs under program provisions. Reimbursements under this program have effectively been taken "out of hide." Imbalance results from the loss of resources that would otherwise have been applied to other Team Coast Guard aviation program aspects. The following table shows that in FY99 approximately $55K of Coast Guard O&M funds helped cover reimbursement of maintenance expenses to Auxiliary aviators. These Coast Guard O&M funds came at the expense of other regular O&M funded operations and support.

(A)	(B)	(A)-(B)	(C)	(B)x(C)
Average Reimbursement Rate	Average Maintenance Reimbursement	Average Fuel Reimbursement	FY99 D5 Hour Support	FY99 Flight Maintenance Costs (est)
$83/flight hr	$52/flight hr	$31/flight hr	1050 hrs	$54,600

Commander's Recommendations:

Manage the Base				
Accept Risk	Reduce Requirements	Change Policy, Strategy, or Process	Reallocate Resources	Increase Resources
				X

Summary of Recommended Action:

Budget execution actions to adequately manage the base so as to successfully implement this program has been taken for FY99 and FY00. While flexibility may have existed to initiate the program in these first couple of years, prolonging the current approach will be tantamount to trying to solve a recurring problem with a non-recurring solution - and this is not a Fifth District-unique strategic requirement but rather one that cuts across all Auxiliary regions nationwide. *It is therefore imperative that appropriated funds be increased to properly support these costs*.

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Impact of Denial:

Flat-rate reimbursement program implementation was intended to more fairly address costs of Auxiliary aviation support to Coast Guard missions, better compensate Auxiliary aviators for their voluntary offer for use of their aviation facilities, and keep the Coast Guard Auxiliary aviation program competitive with other voluntary programs like CAP. These programmatic intentions face significant risk of long-term failure if solid recurring program funding is not identified. Given the volunteer nature of Auxiliary support to Coast Guard missions (not just aviation), consistent signals of tenuous year-to-year program funding, aggravated by the potential loss of all Auxiliary aviation maintenance funding in any given year, will gradually erode Auxiliary program participation, enthusiasm and its force-multiplier effect by decreasing the present level of District flight-hour support. It could also very well mean the difference between rejuvenation of the D5-Northern Region program to better meet regional Coast Guard mission needs and virtual program extinction.

Support Resource Requirements:

Support resource requirements should be expected to increase if the strategic issue of Auxiliary aviation flat-rate reimbursement program funding is not properly addressed. The erosion of a cost-effective (re - inexpensive) program will mean increased support costs that must be absorbed by Coast Guard resource base. Auxiliary aviation assets frequently conduct ancillary support missions like limited Strike Team, personnel/VIP and equipment transportation. If levels of Auxiliary aviation support decline because reimbursement resources cannot support them, then these transportation requirements will have to be met by using more costly commercial means and/or Coast Guard aviation assets - and if Coast Guard aviation assets are used, then either their optempo and associated maintenance costs will increase or other missions will have to be displaced.

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References:

- COMDTNOTE 16798 of 15 Oct 98
- D5/Aoax// message 101403Z Mar 99

Points of Contact:			
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MLC:			
District:			

STATUS:
No Action in 1999.

COAST GUARD AUXILIARY PROGRAM SUPPORT

Situation:

Coast Guard Auxiliary effort and services are key ingredients to the resource mix needed to protect our nation's natural resources and to make recreational boating, commercial fishing and our maritime transportation system safer. Coast Guard Operational Commanders uniformly proclaim that they could not meet the American public's expectations for Coast Guard presence and services in the face of tight resource constraints without the assistance of the Coast Guard Auxiliary's 33,000 volunteers.

There is distinct demand not only for the Auxiliary's ability to directly bridge resource and training gaps that exist among Coast Guard operational units, but also for the Auxiliary to deliver public services (e.g. – boating safety education, safety patrols, vessel safety checks, etc.) throughout regions where there is no other Coast Guard presence. Further, the Coast Guard Authorization Act of 1996 significantly broadened Auxiliary involvement and support roles in Coast Guard mission areas. Consequently, The Auxiliary has been deliberately and more frequently turned to for support and execution of major program initiatives and daily support requirements (e.g. – Operation Boat Smart, Operation Safe Catch, aviation logistics support, language interpreter services, etc.) because of its diverse array of talent, facilities and presence throughout the nation.

In recent years, total annual Coast Guard support of the Auxiliary has been approximately $11 million. The 2.6 million hours alone of annual recorded effort put forth by Auxiliarists to support Coast Guard missions is valued at over $40 million – a nearly 4:1 return on investment. In terms of direct costs to American taxpayers, services provided by the Auxiliary cost less than a dime a year for each of them.

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Similar to the dilemma facing all elements of Team Coast Guard, the Auxiliary's talents, performance and value belie considerable challenges with which it has had to deal for the past several years. 1999 Auxiliary Member Survey results indicated that the training Auxiliarists received in Coast Guard programs and their direct involvement with the Coast Guard in performance of its missions were primary reasons for their sustained interest, retention and personal satisfaction – reasons to remain part of the Auxiliary. Conversely, changes and uncertainties in program support, accompanying difficulties in communicating such throughout the organization, and ensuring Auxiliary efforts are properly captured, recorded and recognized were major reasons for dissatisfaction among Auxiliarists – reasons to leave the Auxiliary.

As Auxiliary Budget Model estimates have been refined over the past couple of years, it has become apparent that despite marginal increases in program funding (AFC-30), there are still significant budget shortfalls across all Auxiliary regions that significantly hinder the improvement of Auxiliary performance and service delivery and that threaten member retention. For example, in 2000, little more than one-half of the national target of 200,000 recreational Vessel Safety Checks (VSC) were conducted – and that includes VSC's conducted by the newly involved U.S. Power Squadron. While high fuel prices nation-wide, reduced Coast Guard optempos brought on by budget shortfalls, and bad weather conditions in some regions contributed to falling short of the target, insufficient Coast Guard support of Auxiliary programs was also a determining factor. Additionally, the amount of training funds (AFC-30T) available to support Auxiliary member training programs has consistently declined in recent years. While efficiencies have been gained in applying these scarce funds to maximize training delivery, opportunities for Auxiliarists interested in becoming part of or remaining fully involved and proficient in programs are being reduced.

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Additional support to focused Auxiliary program areas is needed to sustain member satisfaction and improve retention and Auxiliary program performance. Specifically, support should be targeted to address: 1) tenuous Auxiliary training program funding; 2) sustaining the Auxiliary aviation facility cost reimbursement program; 3) developing Auxiliary electronic communications capabilities; and 4) facilitating excess government property transfers to the Auxiliary as a cost-effective equipment supply option.

Imbalances:

1. Tenuous Auxiliary Training Program Funding – While distance learning initiatives and policy actions have been implemented that make it easier and more convenient for Auxiliarists to qualify, re-certify and remain current in their qualifications, consistent decline in available Auxiliary training funds (AFC-30T) has reduced opportunities for valuable hands-on and practical member training (e.g. – workshops). From 1999-2000, there was a 9% decrease in Auxiliary member training sessions and a 6% decrease in total hours spent by Auxiliarists on member training. As go the training efforts, so go the resources – there was a corresponding 6% reduction in total Auxiliary surface and aviation facilities during the year.

2. Sustaining the Auxiliary Aviation Facility Cost Reimbursement Program – Program managers and Auxiliary order issuing authorities (e.g. – Air Stations, Groups, etc.) have been advised to judiciously use existing funds to support Auxiliary aircraft patrol costs under program provisions. Reimbursements under this program have effectively been taken "out of hide." Imbalance has resulted from the loss of resources that would otherwise have been applied to other Team Coast Guard aviation program aspects. For example, the following table shows that in FY99, approximately $55K of Fifth District operating and maintenance (O&M) funds helped cover reimbursement of maintenance expenses to Auxiliary aviators. These O&M

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funds came at the expense of other regular O&M funded operations and support.

(A)	(B)	(A)-(B)	(C)	(B)x(C)
Average Reimbursement Rate	Average Maintenance Reimbursement	Average Fuel Reimbursement	FY99 D5 Flight Hour Support	FY99 Maintenance Costs (est)
$83/flight hr	$52/flight hr	$31/flight hr	1050 hrs	$54,600

3. Developing Auxiliary Electronic Communications Capabilities – Coast Guard-wide mandates to rapidly move forward with development and deployment of electronic communications (e-comms) applications have permeated Auxiliary National program strategies. While new electronic communications program management and training products are frequently being placed on line for Auxiliary use, it must be acknowledged that with an average member age of 55 years, general Auxiliary acceptance and proficiency in this medium needs attention. The most recent estimate of Auxiliarists with personal computers and e-mail capability/proficiency falls within a range of only about 15-30% of total membership. Equipment and training support are necessary to significantly increase the number of e-comm capable Auxiliarists and fully leverage the increasing deployment of e-comm programs.

4. Facilitating Excess Government Property Transfers to the Auxiliary - Coast Guard units and their Coast Guard Auxiliary counterparts have parallel mission objectives, procedures and equipment needs. It is a logical conclusion that the first organizational entity that would probably express a bonafide need or interest in excess Coast Guard property would be the Auxiliary. Auxiliary units, as sea-level organizational units of a volunteer organization trying to do its best with inadequate levels of funding support, have the most likely and most natural need for Coast Guard excess property to, in turn, provide support back to Coast Guard mission areas.

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Recommendations:

Manage the Base				Increase Resources
Accept Risk	Reduce Requirements	Change Policy, Strategy, or Process	Reallocate Resources	
	X	X	X	X

Recommended Action(s) Required By:			
Headquarters	Area	MLC	District
X	X	X	X

Summary of Recommended Actions:

1. Tenuous Auxiliary Training Program Funding - Much of the flexibility to address the issue of tenuous Auxiliary training program funding and resource shortfalls has been taken advantage of in the past two years in the form of training program policy changes, commensurate reductions of training requirements and reallocations of resources. There is still room to maneuver - but not much. Efforts continue at Headquarters, District and regional levels to identify ways to take further advantage of what little flexibility remains. Deviating from currently established Auxiliary training standards at regional Auxiliary levels is not advisable as it would unnecessarily increase safety risks associated with Auxiliary support to Coast Guard missions. Auxiliary training program shortfalls cannot be fully and properly addressed without provision of additional training resources. Recurring base training resources need to be increased to both provide adequate funding and reduce the large degree of year-to-year uncertainty in how well Auxiliary training needs will be met.

2. Sustaining the Auxiliary Aviation Facility Cost Reimbursement Program - Budget execution actions to adequately manage the base so as to successfully implement this program have been taken for FY 99 and FY00. While flexibility may have existed to initiate the program in these first couple of years, prolonging the current approach will be tantamount to trying to solve a

recurring problem with a non-recurring solution – and this is not a Fifth District-unique strategic requirement but rather one that cuts across all Auxiliary regions nationwide.It is therefore imperative that appropriated funds be increased to properly support these costs.

3. Developing Auxiliary Electronic Communications Capabilities – A training program needs to be developed for Auxiliarists to learn and develop personal computer proficiency (and overcome various degrees of personal reluctance to use computers). This could easily be done on an Auxiliary region-by-region basis and formats should include a mix of live instruction, video tapes and teleconferencing. Web-cams and net-meeting capabilities should be provided to allow Flotillas to maximize their computers' capabilities and effectively communicate with other parts of their regions and the nation.

4. Facilitating Excess Government Property Transfers to the Auxiliary – Elevate the standing of the Auxiliary in the pecking order for access to excess government property from its current low level (just above access to the general public) to first in line for transfer. A Legislative Change Proposal to effect this action has been submitted to G-OCX.

Impacts of Denial:

1. Tenuous Auxiliary Training Program Funding - The volunteer nature of the Auxiliary can only be relied upon to a certain degree to cover Auxiliary training needs. With downward trends in Auxiliary member training, and corresponding decreases in Auxiliarists with up-to-date qualifications and total available surface and aircraft facilities, operational commanders will have fewer Auxiliary resources to call upon to augment their own assets in mission performance, thus raising the optempo and associated operating and maintenance costs even more for their own assets. Recent declines in actual numbers of qualified Auxiliary boat crewmen, coxswains and approved

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facilities indicate an unfortunate but likely long-term trend if the increasingly hard look being taken at Auxiliary training program support (ie – policy changes, training delivery methods, etc.) is not accompanied by base training resource increases.

2. Sustaining the Auxiliary Aviation Facility Cost Reimbursement Program - Flat-rate reimbursement program implementation was intended to more fairly address costs of Auxiliary aviation support to Coast Guard missions, better compensate Auxiliary aviators for their voluntary offer for use of their aviation facilities, and keep the Coast Guard Auxiliary aviation program competitive with other voluntary programs like CAP. These programmatic intentions face significant risk of long-term failure if solid recurring program funding is not identified. Given the volunteer nature of Auxiliary support to Coast Guard missions (not just aviation), consistent signals of tenuous year-to-year program funding, aggravated by the potential loss of all Auxiliary aviation maintenance funding in any given year, will gradually erode Auxiliary program participation, enthusiasm and its force-multiplier effect by decreasing the present level of District flight-hour support (currently approx 400/year). It could also very well mean the difference between rejuvenation of the D5-Northern Region program to better meet regional Coast Guard mission needs and virtual program extinction.

3. Developing Auxiliary Electronic Communications Capabilities – The readily foreseeable impacts of denial in this realm are, at best, broad member disillusionment with Auxiliary program participation and, at worst, increased dis-enrollments. During recent years, the push toward markedly expanded Coast Guard-wide e-comms capabilities and utilization has added more tasks and expectations for most Auxiliarists. Lack of computer skills has led to increased apprehension among members (mainly elder members) and has made many of them question the alignment between their personal capabilities/interests and the expectations of the organization. Members with the

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volunteer spirit but would likely attempt to find other organizations where e-comms proficiency is not as high a priority. Auxiliarists vote with their feet – despite recruiting about 5,000 new members each year, overall Auxiliary membership has decreased four of the past five years – and failing to tangibly help members meet growing e-comms capabilities expectations is likely to worsen member retention prospects.

4. Facilitating Excess Government Property Transfers to the Auxiliary – The Auxiliary will remain low in the pecking order for access to excess government property. It behooves the Coast Guard to facilitate its ability to expeditiously transfer its own excess property to this important volunteer element of Team Coast Guard. Failure to make commensurate policy changes will only allow for continued lost opportunities to support the Auxiliary.

Support Resource Requirements:

1. Tenuous Auxiliary Training Program Funding - Logistical support that can be provided by Coast Guard units to Auxiliary training events (e.g. – a Group office providing a meeting room, dock space and/or meals for an Auxiliary training event) would be coordinated directly on a regional case-by-case basis in order to minimize Auxiliary training program costs.

2. Sustaining the Auxiliary Aviation Facility Cost Reimbursement Program – Support resource requirements should be expected to increase if the Auxiliary aviation facility cost reimbursement program, in its current form, is not properly addressed. The erosion of a cost-effective (i.e. – inexpensive) program will mean increased support costs that must be absorbed by the Coast Guard's own resource base. Auxiliary aviation facilities often perform ancillary support missions like Strike Team, personnel/VIP and equipment transportation. If this program cannot be fully funded then increases in active duty aviation resource employment and commercial transportation arrangements

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should be expected – both more costly, in most cases for the Coast Guard, than Auxiliary aviation support. Moreover, the expected employment increase for Coast Guard aviation resources would have associated maintenance cost increases along with a probable and notable shift in mission prioritization and performance.

3. Developing Auxiliary Electronic Communications Capabilities – Active duty unit training unit plans and workshops should be developed with Auxiliary participation in mind. Auxiliarists should be encouraged to take advantage of and participate in these forums.

4. Facilitating Excess Government Property Transfers to the Auxiliary – Support resource requirements will remain unchanged because lost opportunities to expeditiously transfer Coast Guard excess property to the Auxiliary would continue at the present rate. Auxiliary recipients of excess property would be responsible for its maintenance.

References:

- COMDTINST M16790.1E, Auxiliary Manual
- COMDTINST M16114.5B, Boat Crew Seamanship Manual
- COMDTNOTE 16798 of 15 Oct 98
- D5//Aoax// msg 101403Z Mar 99
- 1999 Auxiliary Qualification QAT Results

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